

>>> June 19, 2011 9:51 PM >>>

Councillor McMahon:

As a resident of your ward and the City of Toronto, I did fill out the Services Review. As a result I have some comments I feel I need to make regarding the survey.

1. My observations regarding how the survey questions were asked leads me to believe that the survey is leading the reviewer and not really allowing them to voice an opinion. It appears to be the answers that are wanted that we pick from, and not answers that we might like to give or qualify.
2. Many questions don't tell the whole story like the questions on Community Run Centres and even the ones on Public Health. They are too simplistic when the services that are offered are far from simplistic.
3. I feel like this pits people and citizens against each other. Those with money against those without. Those who use particular services against those who don't use those services. It's wrong. My neighbourhood is very mixed with TCHC Housing and \$800,000 homes. The fact that we can all use and access city services without economic discrimination is fabulous (except that I hear the Welcome policy ran out of money - never should have happened). This is an equalizer and shouldn't be taken away.
4. I do not support privatization of any city services of any kind. Worked in privatized services in Alberta and it is not good. No one benefits and quality is lost. I don't want money to be made off of my tax dollars that I pay to the city of Toronto, unless the money is made by a city of Toronto service. Therefore if you take the privatization of garbage issue, I don't want my tax dollars going to a company to do a job, when the city could already be doing it.
5. Daycare and Housing should definitely not be privatized. I am an ECE and worked in privatized daycares in Alberta. Let me just say that not only was the service lacking, the staff didn't stay as they were not only paid badly, they were treated badly as the idea is to make a profit off of small children regardless of anything else. Business doesn't belong in childcare. The same with housing for the marginalized. Money shouldn't be made off the backs of the less fortunate. They don't have the same options as you or I.
6. The city isn't a business; it is an entity that was developed for the good of everyone in it. It has a very different role than a business and I think that all of the Councillors and the Mayor need to be reminded of that.

Respectfully,

>>>> 06/16/2011 12:03 pm >>>

Dear Mr. Pennachetti,

Although I have filled out a feedback form and sent it in to the City of Toronto, I felt it necessary to let you know that this current system being used to solicit citizen input is seriously flawed and redundant.

a) Flaws in the Feedback form:

(i) Citizens' answers to most of the questions in the feedback form are based on subjective reasoning based primarily on emotion, not based on objective fact. The average citizen does not have all of the detailed information on each city service to determine intelligently as to whether they are necessary and what is the best method for paying for them. City Council and City staff have access to all that information and are in a much better position to determine what is valuable and what is not. In effect, you are using subject answers from the public to allow our elected representatives from making the difficult decisions.

(ii) the format whereby citizens are expected to rank activities listed under a given service is very inflexible. If a citizen feels that all activities listed for a given service are equally important, there is no way for the citizen to indicate that. He or she is forced to rank the activities primarily based on "gut feel".

(iii) the choices offered to the citizens as to how to pay for the services are very restricted. They can only choose property taxes or user fees. Reports done in the past list all sorts of additional ways in which the revenue stream can be increased. Moreover, one's definition of "user fees" can vary from person to person. From my perspective, user fees would only included charges for things that I want to improve or reduce.(ie increased water rate charges to encourage citizens to use water more efficiently; increased waste pick-up fees; road tolls to reduce congestion and provide money for improved transit) I strongly object to charging user fees for services at a community centre or use of facilities in a park.

b) Redundancy of Current Survey:

I would like to point out that there are numerous past reports that can provide a wealth of information(both on services citizens value and on ways that the City can be more efficient and increase its revenue stream).Listed below are some of these reports and studies.

(i) Listening Toronto Series done in January 2004. This series solicited input from over 1100 citizens as to how to make the City a better place (I had the pleasure of being one of those 1100)

(ii) Blueprint for Fiscal Stability and Economic Prosperity (Feb./2008) which summarizes how the City can become more efficient and increase its revenue stream

(iii) An Update to TD Economics' 2002 Report on the GTA Economy released on July 17,2007. This report summarizes the challenges facing the GTA, comments on the historical structural deficit and suggests ways in which the GTA can eliminate the structural deficit

(iv) Report called "The Three Cities Within Toronto (1970-2005) by David Hulchanski. This report summarizes the growing polarity in the GTA and recommends ways to redress it

(v) The August 8/2008 issue of Spur Urbanist, a monthly publication by the San Francisco Planning and Urban Research Association. This particular issue summarized an outsiders's perception of the GTA and what are the major issues confronting the GTA

In closing, for you and the City Councillors to make an informed decision on city services going forward, you need to understand and incorporate some of the ideas outlined in these reports. If you rely solely on the subjective input received in the current feedback form, then you will not only be failing in your job but doing the City a disservice.

Thanks for your consideration in the matter.

Regards

**City of Toronto’s Delivery of the Services transferred by the Province Francophone’s  
Engagement –  
A framework for analysis**

Franco phone’s Engagement is measured for the following indicators:

- **Awareness:** The City has established an ongoing mechanism to update the Francophone community on the services transferred by the province of Ontario.
- **Education:** the City informs the Francophone community about what could be expected re the services transferred by the province and where these services are available in French
- **Input:** the City seeks input from the Francophone community re the planning, the development, the implementation and the delivery of the services transferred by the province
- **Decision-Making:** the City has established a mechanism for the integration of Francophone needs and concerns into the decision-making process re the services transferred by the province, including at the City council, City senior management as well as operational levels.

The above-mentioned indicators will be measured for each service transferred by the province as follows:

- **1:** much improvement needed;
- **2:** some improvement needed;
- **3:** little improvement needed;
- **4:** No improvement needed.

The services transferred by the province are:

Public Health Services (PHS); Emergency Medical Services (EMS); Long-Term Care Homes and Services (LTC Services); Children’s Services; Services for the Administration of *Provincial Offences Act* (POA Services); Services for the Administration of *Ontario Work Act* (OWA Services).

	PHS	EMS	POA Services	LTC Services	OWA Services	Children’s Services
Awareness	1	1	1	1	1	1
Education	1	1	1	1	1	1
Input	1	1	1	1	1	1
Decision-	1	1	1	1	1	1

Making						
Score (City Francophone Engagement Index) per Transferred Service (total/4)	1	1	1	1	1	1
City of Toronto Francophone Engagement Index for Services Transferred by the province	1	1	1	1	1	1

### 1. Quels sont les enjeux et services sont importants pour les Francophones?

Les services transférés par la province prioritairement: leur accès et accessibilité et qualité en français.

### 2. Déterminer les facteurs qui permettront à Toronto de rester une ville prospère et agréable à vivre, aujourd'hui et à l'avenir en mettant en valeur les acquis de son patrimoine francophone (exemple: la langue française et le développement économique, social et culturel de la ville de Toronto)

Valoriser le patrimoine culturel francophone de Toronto (depuis l'arrivée du premier européen jusqu'à nos jours) et valoriser la valeur ajoutée qu'apporte la population francophone sur le plan économique et social – Créer une entreprise Toronto-Francophone qui aura pour mandat de servir de vitrine internationale de la francophonie Toronto; de valoriser économiquement le patrimoine francophone de Toronto – Exemple: Partenariat avec la communauté francophone pour créer un Musée municipal sur l'histoire francophone de Toronto.

### 3. Quel rôle la ville doit-elle jouer dans la prestation en français des services transférés par la province?

Le rôle de la ville devrait être le suivant:

Définir les politiques d'offre en français des services transférés par la province: engagement de la communauté francophone dans le processus de planification des services.

Créer un bureau et un comité consultatif des services en français avec des ressources suffisantes pour son bon fonctionnement  
Développer les partenariats/ententes avec les fournisseurs de services en français existant et à venir:

#### 4. comment la ville devrait elle assurer une contribution appropriée de la province...

Mettre en place un outil d'engagement permanent des francophones en vue d'avoir une meilleure idée de leurs besoins/défis pour un accès équitable aux services transférés en français.

Développe l'entente de financement des services transférés, entre la province et la ville sur la base de la satisfaction des besoins identifiés.

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Decision-Making	1	1	1	1	1	1
Score (City Francophone Engagement Index) per Transferred Service (total/4)	1	1	1	1	1	1
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**1. Quels sont les enjeux et services sont importants pour les Francophones?**

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**2. Déterminer les facteurs qui permettront à Toronto de rester une ville prospère et agréable à vivre, aujourd’hui et à l’avenir en mettant en valeur les acquis de son patrimoine francophone (exemple: la langue française et le développement économique, social et culturel de la ville de Toronto)**

Valoriser le patrimoine culturel francophone de Toronto (depuis l’arrivée du premier européen jusqu’à nos jours) et valoriser la valeur ajoutée qu’apporte la population francophone sur le plan économique et social – Créer une entreprise Toronto-Francophone qui aura pour mandat de servir de vitrine internationale de la francophonie Toronto; de valoriser économiquement le patrimoine francophone de Toronto – Exemple: Partenariat avec la communauté francophone pour créer un Musée municipal sur l’histoire francophone de Toronto.

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Créer un bureau et un comité consultatif des services en français avec des ressources suffisantes pour son bon fonctionnement

Développer les partenariats/ententes avec les fournisseurs de services en français existant et à venir:

**4. comment la ville devrait elle assurer une contribution appropriée de la province...**

Mettre en place un outil d’engagement permanent des francophones en vue d’avoir une meilleure idée de leurs besoins/défis pour un accès équitable aux services transférés en français.

Développer l’entente de financement des services transférés, entre la province et la ville sur la base de la satisfaction des besoins identifiés.

Examen des services de Toronto, Bureau du directeur municipal  
10e étage, Tour Est, Hôtel de ville de Toronto  
100, rue Queen Ouest, Toronto (Ontario) M5H 2N2

À qui de droit,

Le Conseil municipal de la ville de Toronto a mis en place un programme d’examen de l’ensemble des services de la ville de Toronto. Le bureau du directeur municipal, qui coordonne ce programme a initié des consultations à travers la ville pour recueillir la rétroaction des Torontoises et Torontois.

Comme organisme, les représentantes et représentants du Comité français de la Ville de Toronto aimerait vous faire part de leur perception. Avant de sauter directement aux enjeux et services priorités par la population Franco-torontoise, voici un court historique de l'évolution de la collectivité franco-torontoise.

## INFORMATION GÉNÉRALE:

La collectivité franco-torontoise :

### Historique

- ☐ La présence francophone à Toronto remonte à environ 400 ans.
- ☐ Les racines de la communauté actuelle sont issues des migrations économiques de la fin du XIXe siècle, alors que de nombreux canadiens-français et canadiennes-françaises quittaient le Québec à la recherche de meilleures conditions économiques.
- ☐ La communauté a connu sa croissance démographique la plus marquante à partir du milieu du XXe siècle, alors que ses rangs doublient en nombre à tous les dix ans.

### Composition de la population francophone

- ☐ La distribution de la population de la région de Toronto selon l'âge est pratiquement identique lorsqu'on compare la population francophone et anglophone. Celle-ci est également semblable à la distribution de la population de ces deux groupes linguistiques à l'échelle de l'Ontario.
- ☐ La région de Toronto a bénéficié d'un niveau élevé d'immigration, y compris au cours des dix dernières années. La population francophone a bénéficié d'un taux d'immigration encore plus élevé que la population anglophone de la région. En effet, 58 % des francophones sont nés dans un autre pays, et le quart de la population ont immigré au cours des dix dernières années. Cette population francophone de la région compte également 10 % de migrants internes au Canada. La migration interprovinciale francophone provient principalement du Québec, qui représente 78 % des 3 060 migrants interprovinciaux.
- ☐ Plus de 400 000 individus identifient le français comme langue de communication dans le Grand Toronto.

### Communauté d'accueil

- ☐ La collectivité franco-torontoise est non seulement une communauté d'origine, elle est aussi une communauté d'accueil ou d'intégration: elle comprend plusieurs milliers d'individus qui ont le français comme principale langue officielle de communication, c'est-à-dire les nouveaux arrivants, les immigrants interprovinciaux et internationaux et les réfugiés en provenance de pays où le français a préséance sur l'anglais comme principale langue de communication.
- ☐ Plusieurs organismes francophones jouent un rôle important pour les nouveaux arrivants et arrivantes en appuyant les agences d'aide sociale de la ville en matière de prestation de services de soutien pour les francophones dans le besoin.

- ☐ La collectivité franco-torontoise est pluri-ethnique et multi- raciale et provient de tous les coins du monde : Amérique du Nord; Antilles francophones; Europe francophone et Europe de l'Est; Moyen-Orient, région du Golfe et Maghreb; Afrique occidentale, centrale et Somalie; Asie du Sud-Est, etc.

### **Réseau d'organismes et d'associations**

- ☐ Depuis 30 ans, le milieu franco-torontois s'est doté d'une infrastructure communautaire composée de plus de 70 associations, œuvres de bienfaisance et organismes consacrés à l'épanouissement de la communauté et au soutien des francophones dans le besoin.
- ☐ La communauté compte plusieurs organismes à caractère culturel et social (théâtres, clubs sociaux, festivals, salon du livre, etc.), un centre francophone (services d'aide-juridique, à l'emploi, santé et programmes pour les nouveaux arrivants, à l'enfance et familles, et d'arts et cultures), des organisations de santé et services communautaires dédiés aux personnes LGBT et de lutte contre le SIDA (Action positive VIH/sida, FrancoQueer, Santé arc-en-ciel Ontario, un conseil scolaire public, un conseil scolaire catholique, plusieurs écoles primaires et secondaires, ainsi que des garderies, le campus d'un collège d'arts appliqués et de technologie (Collège Boréal), un collège universitaire bilingue (Collège Glendon), une station régionale de Radio-Canada, une radio communautaire (Coopérative radiophonique de Toronto), le siège social de TFO (Télévision française de l'Ontario) et des centres de services pour personnes âgées (Centre Héritage, Pavillon Omer Deslauriers, qui se situe à l'intérieur d'un *Home for the aged* de la Ville de Toronto, Bendal Acres). Des paroisses catholiques (St Louis de France et Sacré-Cœur) et évangélique.
- ☐ Plusieurs institutions et organismes francophones à caractère économique ont vu le jour depuis une dizaine d'années : le Club canadien de Toronto, l'Association des femmes d'affaires francophones, le Club Richelieu et la caisse populaire de Toronto.

### **Constat**

Depuis 1981, le comité français a le mandat de faire le pont entre la communauté et l'administration municipale. **Depuis l'adoption de la *Loi sur les services en français* en Ontario et surtout depuis le transfert de responsabilités provinciales vers les municipalités vers la fin des années 90, le Comité français offre ses conseils et travaille avec les représentants de la ville pour offrir un accès équitable et de qualité à des services municipaux en français délégués par la province.** Particulièrement dans le domaine de la santé publique, des services ambulanciers, des garderies, de l'aide sociale, par exemple :

- Tribunaux chargés des infractions provinciales
- Garderies, subventions pour les services de garde d'enfants et ressources familiales
- Foyers des soins de longue durée et services pour les aînés
- Aide médicale d'urgence
- Services d'emploi et gestion de l'aide sociale
- Services de santé publique

Au cours des 30 dernières années, le comité français a aussi supporté la création de la Franco-Fête, la mise en place du Comité français de la police de Toronto, la création d'un fond littéraire

dans le réseau des bibliothèques et la levée du drapeau franco-ontarien lors des fêtes de la Saint-Jean et de la Journée des Franco-ontariennes et des Franco-ontariens. Il a également soutenu avec la contribution du Bureau du Greffier dans les années 90, des initiatives de recherche lors de consultations publiques, d'un travail d'élaboration d'un Cadre de référence pour l'implantation des services en français, d'une étude de besoins sur les services en français et d'un plan d'harmonisation des services en français lors de la création de la nouvelle Ville de Toronto en 1998.

Malgré une difficulté de l'administration municipale de la Ville de Toronto à comprendre et percevoir l'application d'une politique des services en français versus une politique multilinguistique existante, le Comité a persévéré de demander l'amélioration des services municipaux en français actuels ainsi que le développement et la disponibilité de nouveaux services en français tel que Toronto 211, 311 et 911 et les services à la clientèle au TTC.

Étant donné que la Ville de Toronto reçoit des paiements de transfert du gouvernement de l'Ontario pour les services municipaux ici-haut mentionnés donc se doit aussi d'appliquer la Loi 8 sur les services en français de l'Ontario, le Ministère des Affaires municipales et du Logement et le Commissariat aux services en français de l'Ontario pourrait éventuellement questionner la Ville de Toronto si cette dernière ne respecte pas le même niveau de qualité que les services municipaux en anglais dans l'offre des services municipaux en français dévolus par la province de l'Ontario.

La Ville d'Ottawa et la Ville du Grand Sudbury devrait servir de modèles de bonnes pratiques municipales quant à l'établissement d'un comité consultatif des services en français dont le mandat est le développement et la mise en œuvre d'une politique ou directive des services municipaux en français dans le cas de services municipaux dévolus par la province de l'Ontario.

Nous demeurons convaincus que la Ville de Toronto a progressé depuis les 30 dernières années dans le développement et la mise en œuvre de services municipaux en français. Il ne faudrait pas dans le cadre d'un programme d'examen de l'ensemble des services de la ville de Toronto que la population franco-torontoise, payeur de taxe, se retrouve à la case départ comme citoyen de deuxième zone. Nous sommes d'accord qu'il y a matière à examiner le développement et l'offre de programmes et services municipaux en français dévolus par la province de Toronto mais les recommandations provenant de cet examen devront tenir compte de la double responsabilité qui incombe à la Ville de Toronto :

- d'être imputable vis-à-vis le payeur de taxe comme citoyen de Toronto
- d'être imputable à la province de l'Ontario par la dévolution de l'offre de programmes et services municipaux en français.

Nous tenons à vous remercier de la mise sur pied de cette consultation et n'hésitez pas à communiquer avec nous pour toutes questions additionnelles concernant les services municipaux en français dévolus par la province de l'Ontario.

Hello -

I have a problem with the Core Services survey; I don't believe that the results will be reliable or useful.

The most serious problem occurs on the pages where one uses a slider to indicate level of importance. If a person ignores the question or misses it somehow, the default placement of "no importance" is the registered answer. It is not right that a person cannot choose to not answer and that if they don't an answer is registered anyway.

On many pages there was no option to not answer or to make comment. For example, on the "importance of issues" page, the issue might be very important for the city but not a very important role for government; I would have made that comment. I realize that correlating comments is costly, but then you should have made the question unambiguous! If the question is ambiguous the responses can only be interpreted as being ambiguous too.

Some questions were in "political speak", e.g. what does "fair and affordable taxes" mean and what is the trade-off for fairness. Fairness and affordability are different- two different questions. Is "affordable" a euphemism for low?

Is safety and security a euphemism for more policing? How could it NOT be an important issue?

Regarding the questions about who should provide services- no option for prefer the private sector but not contracted out, the provincial government or the Not-for-profit sector.

Was "Public Libraries" included on p.2 or is that part of 'culture and arts' or what? I don't recall seeing it there but it is separate later. No option at end to review any previous questions so I couldn't check.

Now a compliment.

"Toronto should not compare itself to other cities" is a real 'outside the box" notion from left field. Wow! Congratulations on that one. Also on including transgendered as an option in the sex question.

>>>> June 17, 2011 7:58 PM >>>

Hello City Manager,

I am writing in response to the service review process by which the city is seeking public consultation. I don't agree with this process for two reasons. The first is that I don't think it was well publicized, and thus couldn't draw on a diverse enough demographic. Secondly, I think it should have been preceded by well-planned public education in which people could learn the background information, speak with fellow residents and become well-versed in the challenges the city faces. I felt too uninformed to answer the questions properly, and yet I care about all of these issues.

Thank you,

Sincerely,

>>>> June 17, 2011 8:35 PM >>>

To Whom it May Concern:

I am writing to voice my concern and dismay at the terribly bias and short-sighted survey that is being flaunted as a public consultation for the larger City Service Review process.

There are a number of problems with the survey that result in the process being useless and insulting to citizens who are truly interested in a public consultation process and helping to plan for the budget shortfall.

The survey is very poorly designed. It offers no range options for dealing with the budget shortfall. An increase in property taxes is pitted against privatization as the only possible solutions. It is ludicrous and insulting to narrow the debate to these two options. This is as stupid as Bush's Us vs Them.

It is also insulting and offensive to see an "Us vs Them" when asking us to rank services designed for a majority population against services designed for a minority/marginalized population as happened in the public transit/TTC vs Wheel-Trans question.

Even worse is when the survey attempts to glean more nuanced information from the public. Participants are asked to rank different services, say who should provide them, and then indicate (from the narrow choice of options provided) how this should be done. THERE IS NO WAY the average citizen knows how to make these choices. Knowledge of what to prioritize and how involves a very in-depth understanding of the overall running of the city ... studying a line by line audit perhaps? The city is therefore collecting emotions and feelings in a factual manner and passing this off as statistical science. This survey is ridiculous and fraudulent as a public consultation process and does nothing more than register as optics for "due process".

I filled out my survey, but am disgusted by the bias and leading questions. I will not trust any information that is collected by this flawed process.

With Suspended Respect -

>>>> June 18, 2011 4:26 PM >>>

I read your comment on the survey in the Star today. You are very wrong. It was poorly constructed, required a lot of dexterity to achieve even passably meaningful results and was structured poorly. The in-depth questions were laughable. I did complete it and wrote lots in the comment boxes (I expect lots of people did as otherwise they would be incredibly frustrated). The price might have been very low but frankly we got exactly what you paid for: something cheap and of low quality. I expect more for my tax money than that wasteful exercise.

>>>> June 18, 2011 10:36 PM >>>

To whom this may concern,

The online version of the feedback survey, there is no mention of a deadline so I'm confused to see that you are not accepting any more surveys. By doing this survey at the beginning of the summer there will not be a lot of feedback because people go on vacation at this time of the year. There are some confusing questions for example, question 2b you are asking about what services are important for the city to do and what services can be contracted out. One of the services you mentioned is BIA's, Business Improvement Areas this is implying privatization or a publicly owned corporation funding private corporations for private enterprise purposes and Yonge and Dundas Business Improvement area is a great example of this. This puts all the power into private company's because they become the prime stake holder therefore we have a city built on only private enterprise and market driven forces. How do I know by checking the box on this subject will the city take control of a new proposed BIA or let the private company's take control?

Regards,

We strongly support the need to review the City's services in an effort to ensure fiscal responsibility as well as stronger service delivery. From the City's service review feedback form, we concur that the provision of environmental programs from the City is important; it enforces and supports the value that we put on the quality of Toronto's land, air, and water, and ensure that as citizens. we uphold this common ethic.

**We strongly believe that the City should leverage the industry of NGOs and not-for-profits and work directly with agencies like \_\_\_\_\_, to deliver environmental programming. These services should be contracted out.**

\_\_\_\_\_ has a strong track record of delivering effective programs, at a significantly lower cost and with greater impact than the City's recent record. Furthermore, we strongly believe that we can engage Torontonians and assist them in living healthier more vibrant lives. This can, and should cost the city less, and we; assure you the quality of environmental programs would only increase.

We strongly urge the City to consider an approach that has our new municipal government set and uphold an eminent position on environment, and leverages organizations such as \_\_\_\_\_, leaders in the environmental industry, in designing and implementing environmental programs and strategies against this mandate.

For your reference, we have provided the attached slides to outline in greater detail, the opportunity of considering a private-public-not for profit delivery model.

best wishes for this important review process.

Toronto Budget Consultation Round Table  
May 24, 2011

1. Control spending by removing dollars from departmental budgets, and making overspending a dismissible offence for the heads of the departments.
2. Establish a sub-committee of council to review and approve all departmental budgets and changes thereto within the year. The sub-committee's decisions should be subject to confirmation by council.
3. Do not, in general, tell departments where and how to achieve savings. If the departmental heads don't know more about their departments than you do they should not be in their jobs.
4. Set departmental budgets at a level to provide savings needed, and require departmental heads to submit their plans to live within the reduced budgets, including changes in service levels that the plans will produce.
5. Look especially for plans that rely on elimination of crucial components of the departmental mandate while protecting less important aspects, and challenge this approach.
6. Make it clear to all departmental heads that their job is to provide the best service possible (their area of expertise) within a limited budget (your area of expertise). Whilst some service reductions may be necessary to live within the City's means, make it clear that departmental heads will have their performance assessed, in part, based on citizen feedback and complaints re program service levels. It must be made to be in their interest to minimize such complaints through intelligently chosen service reductions if savings cannot be achieved through efficiencies alone.
7. Despite Point 3 above, some areas for savings and or efficiencies are given below.
8. Invest in electronic ticketing for the TTC instead of tokens or passes. This will allow two new approaches to increase revenues, one or both of which are used in many other major cities such as New York, London and San Francisco: charging higher fares for longer journeys (zone fares) instead of one flat fare anywhere on the TTC system; and, charging higher fares for peak period travel. This should also facilitate a reduction in staffing levels.
9. Review police staffing levels per head of population, which appear to be some 50% higher in Toronto than in the other large GTA regions. A major factor may be two-officer patrol vehicles at nights which relate to on-duty fatalities in the 1980's. The recent fatality of an on-duty officer attempting to stop the driver of a stolen snowplough was, if the media is correct, the first in almost nine years. It may be an appropriate time to liaise with Peel, York, Durham and the OPP to determine whether, in light of their experience and other changes in policing, a return to single officer patrols could achieve savings without adversely impacting officer safety.
10. Reduce the mandated "paid duty" requirements contained in Toronto by-laws.
11. Require employees who are paid 4 hours at time and a half for overtime to do useful work for the full four hours on each such occasion.
12. Commission an independent report on savings that could be achieved through increased flexibility for 5 eight-hour shift work weeks instead of 3 twelve-hour shifts.

### **Toronto Service Review - Small Suggestion**

I just renewed licenses for my 2 pets using the online website, so I have to question why I received 2 letters in the mail costing 59 cents postage on each, plus whatever the paper, envelope and processing costs are...

If we can renew online, why can't the receipts be emailed instead of snail mailed...the individual savings may be small, but with the number of pets in this city, it all adds up...

[Redacted]

**From:** [Redacted]  
**To:** <Clerk@toronto.ca>  
**Date:** 6/8/2011 9:32 PM  
**Subject:** Toronto Services Review

RECEIVED

JUN 19 2011  
CITY OF TORONTO  
CITY CLERK

I took the online survey, however, I found it very biased. It focused only on cutting services, not raising revenue or suggesting ways to make services more efficient. By PREVENTING crime by giving youth programs to attend, we'll decrease the crime rate even further than it has.

**3 things of importance to me:**

- Ensuring Toronto receives its fair share of Provincial and Federal Taxes.
- Ensuring Toronto is a welcoming, functioning, and enjoyable city in which to live.
- Regaining the respect of the Toronto Police after the G20 debacle, by them accepting funding cuts.

**Revenue generation:**

Road tolls – Out-of-towners use our roads, sidewalks, street garbage cans, parks etc - and don't pay taxes to pay for them. So charge them!

**Spending cuts AND revenue:**

Sidewalk clearing - save the money on those little trucks. They always come BEFORE the snow's fallen or AFTER every one's already cleaned their walk. Seniors/disabled people should request to be on a list for clearing services. Just like there are City inspectors that drive around at the end of garbage day, they can drive around after a snow fall and if properties with uncleared sidewalks are NOT on the list - bill them and add it to their taxes.

**Efficiency:**

City road construction projects should ENSURE the utilities are involved. They always dig up everything that has JUST been completed, costing the City more to re-do. This also causes greater grief to residents/businesses/drivers. It's ridiculous.

I hope this helps.

[Redacted] Ward 31

CITY MANAGER'S

OFFICE

# Assessment of 2011 Toronto Water Budget: Where is the Fiscal Restraint?

**“It's time to listen to the taxpayers of Toronto and do what's right with their hard-earned money.”**

**Mayor Ford**

**[REDACTED]** PEng, MBA

Resident, Ward 25

May 24, 2011

## Introduction:

- **Mayor's call for fiscal restraint unheeded by TW which has the City's 4<sup>th</sup> largest budget:**
  - \$390 million 2011 operating budget is 5% higher than 2010 projected actual. Operating cost cuts only 2.3% of 2010 approved budget;
  - \$653.6 million capital budget is 9% higher;
  - a total increase of 8%;
- **Water rate increase set at 10.8%.**
  - 2011 rate revenues only cover 95% of costs with another \$40 million from interdivisional transfers that may be property tax based.

- **Toronto Water's 2011 budget is counter strategic:**
  - is inflationary and doesn't carry its full share of the Mayor's 5% fiscal restraint goal;
  - lacks fiscal restraint and intergenerational balance due to its pay-as-you-go funding based on excessive rate increases; and,
  - has chronic 20%+ lapses on capital spending which suggests weak financial discipline and poor project management.
- As a resident who voted for fiscal responsibility, I urge City Council exact accountability and exercise good governance.

## Analysis:

- **Capital contributions from current rate revenues are about 50% of total expenditures**
  - and this share is increasing year over year
    - E.g. 42% in 2007 to 52% in 2011;
    - TW is a long term, capital intensive business yet its financing strategy isn't. i.e., depleted reserves, no bonds issued
- **Water rates increased 56% over past 5 years & at planned 9% yearly increases will have doubled in another 3 years.**
  - e.g., \$1.46 /m<sup>3</sup> in 2007 to \$2.95/m<sup>3</sup> in 2014
  - being a monopoly, it has been too easy for TW to raise rates rather than to actively seek new efficiencies

- **The 2.3% in cost savings (\$8.79 million) are allocated to capital contributions:**
  - No cost savings allocated to water rate reductions.
  - End of 3 non-core services saves \$3.3 million or just 1.58% of 2010 budget.
  - Other water treatment services remain in 2011 budget including fluoridation of our drinking water and water /wastewater quality testing.
- **Ending fluoridation could save at least \$1.9 million in annual operating costs and:**
  - Forego comparable costs proposed for buffering chemicals;
  - Save life cycle costs of fluoridation equipment

## Suggestions for future fiscal responsibility :

- eliminate double-digit lapses in TW budgets, cash manage approved funds more rigorously, and adjust TW rates down commensurately;
- Put TW on a business-like basis by transforming it into a municipal corporation with clear ROI goals, core services standards, and the ability to raise debt equity for capital expenditures;

- **end fluoridation & reallocate operating and capital cost savings to higher City priorities:**
  - research shows fluoridation is wasteful, unsafe and ineffective, un-necessary, and unethical. For details, see the latest comprehensive review entitled The Case Against Fluoride, 2010, by Drs. Connett, Beck, Michlem;
- Benefits of ending fluoridation:
  - no negative impact on TW service levels;
  - improves dental and medical health of Torontonians;
  - significantly reduces lead leaching in City pipes which may allow deferral of part or all of TW's \$281 million pipe replacement program; and,
  - reduces need to add costly buffering agent to our water;

## Conclusion:

**“The City is addicted to spending and the most important job for the incoming Mayor will be to get the City’s finances in order. “**

**Mayor Ford**

# Appendix A: Estimating Fluoridation Costs

Staff salaries and benefits – FTEs, compensation costs

HydroFluoroSilicic Acid (HSFA) - amount and cost

Buffering agent to adjust Ph level - amount and cost

Electrical energy - amount and cost

Fluoridation promotion materials - amount and cost

Training, certification of Toronto Water staff – describe and cost

Preventative maintenance - describe and cost

Periodic equipment tests & repairs - describe and cost

Conferences & consulting services - describe and cost

Regulatory Compliance Measures & Reports - describe and cost

Staff health costs due to fluoridation accidents & incidents

- number, time lost, cost, harm

Protective clothing, shower stalls, other emergency measures

- describe and cost

HSFA, buffering agent feed pumps, piping, UV protection – operating maintenance, and capital costs

Overfeed detection & protection equipment – operating maintenance, and capital costs

HSFA Injectors – operating maintenance, and capital costs

Control systems: weight, volume, flow rate, HSFA concentration – operating maintenance, and capital costs

Telecommunications and computer equipment – operating maintenance, and capital costs

Handling & storage equipment – operating maintenance, and capital costs

Security & Surveillance system – operating maintenance, and capital costs

Electrical power equipment – primary and back-up – operating maintenance, and capital costs

Ventilation equipment (e.g., HF off-gases) – operating maintenance, and capital costs

Secured fluoridation facility – operating maintenance, and capital costs

Quality control, data acquisition/analysis & test equipment – operating maintenance, and capital costs

Interest on debt to fund capital costs

Materials Storage – operating maintenance, and capital costs

Building Maintenance – operating and capital costs

Other Not Elsewhere Specified – operating, maintenance, and capital costs<sup>10</sup>



## **City Services Review Mandarin language Consultation**

Scadding Court Community Centre

June 8, 2011 10:00am – 12:00pm

*10 adult participants - living in Toronto from less than 1 year to 15 years respectively*

After a brief orientation about city services, budget and the purpose of city services review, participants were aware of how tax dollars relate to services.

Participants are in general pleased with many City Toronto's services such as libraries, parks, festivals, recreations, child care, settlement services (not city's direct services)

Toronto library's services are rated the top and very highly. Libraries provide books, programs, music, DVD, computer services for all ages. Participants also like Toronto's parks as there are many trees and the parks are comparatively clean. They need children services such as daycare and child care subsidies. However, it just takes too long to get the subsidies.

TTC services are those criticized the most for long wait times, not being on schedule, too crowded, lack of information when accidents happened and poor customer services – rudeness. Participants also feel strongly that the fares are too high, especially for short distances.

Shelter & subsidized housing – the policy of subsidized housing is good but the wait time is too long.

Participants do not support property tax increases, user fees, and services cuts. They also want the city of Toronto to improve their service quality.

They believe that reducing wastage within City departments can reduce the deficits and also have the following types of ideas to cope with the budget shortfall:

- Run a profit by creating and running cafés in libraries
- Generate revenue from tourists at sites like Allan Gardens – collect entrance fee from tourists but not Torontonians (other countries do this)
- Police – some tasks such as monitoring construction sites, traffic ticketing should not be done by police as their salaries are high. (They suggested to get rid of the horses as they are too expensive and dirty – poop everywhere).

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Charity  
Tax number  
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Action Slip		
Date Forwarded	June 15, 2011	
Tracking #	6090	
Forwarded to	C. Lynda T. Meg S. ✓	
Respond by		
<input type="checkbox"/> FYI	<input checked="" type="checkbox"/> Follow up	<input type="checkbox"/> Draft Response

*pls. copy Joe on response TR, Mira*  
**The Canadian Way**

**6090**  
**CITY MANAGER'S**

**Managing Debt**

JUN 16 2011

**OFFICE**

We as Torontonians have grown comfortable with our lifestyle, easy options, ready credit and over abundance of services, something for everyone. The city will be facing Armageddon in 2012. The city will have to meet the pitfall of deficit. We can not allow ourselves to become another New York city whereby they teetered on bankruptcy.

Our debt load on servicing borrowed money is rising and depriving our citizens of the necessary cash flow to enable our city councillors to make any genuine changes to our well being. We have become all things to all people. We must now face the glaring reality that we have bitten off more than we can digest. We can not continue to spend lavishly on frivolity. We must be honest with Torontonians and speak truthfully about our budget. We can not continue to demand services that are costly and long term. We need to shift the course and apply the brakes to the unrealistic expectations of the people of Toronto. We have to show where our dollars are spent and who is using the services that we all pay a heavy price for in property, business, user fees and licensing agreements. We have to rationalize and amalgamate services to ensure that the essentials such as health and safety concerns are not allowed to deteriorate to the point whereby it will place an unfair burden on our hospitals and emergency facilities. We need to resolve to stand up to the Provincial and to the Federal governments in having them accept their responsibilities to Toronto and to Canada. The Federal government needs to re-direct immigrants to other parts of Canada to other provinces less populated such as Newfoundland, Northwest Territories, and rural areas such as farming communities. We need to apply financial deterrents on less affluent people from making Toronto their first choice. We need to apply a levy against outsiders from Toronto, or Ontario, or Canada from buying into Toronto real estate. We need to become more rational about who can buy real estate here. No easy access to non Canadian, non Ontarians, and non Torontonians. It is my personal belief that the outside pressure of the immigrants is the chief cause of rising service costs. The more demand for the service, the greater the strain on existing personnel to deliver quality service at an affordable cost to tax payers both residential and business. We need to discourage outsiders from working in Toronto, and those that work here should live in Toronto, not outside the GTA. For example, people living north of Barrie or east or west of the GTA should either re-locate their homes to Toronto or either give up their employment here and work closer to their own communities. These are the cogs and gear wheels that provide the bulk of the jobs that we all depend upon for our daily lives.

**Public Transit**

The TTC should be transferred to the provincial Go Transit system in which they would shoulder the cost of subways, buses and those cursed God forsaken abominations, street cars or LRTS as they prefer to call them.

I personally think they should abandon streetcars in favour of hybrid or propane powered buses on busy surface routes, with subways along major arteries such as Eglinton, Sheppard and Yonge Streets, as well as University Avenue.

There should be only one system of payment that is universal. A self loading card in which the user applies a fixed amount of value and then it is used incrementally at subways, buses, and LRTS, thus freeing the drivers of the onus of collecting fares. All other forms of payments can be abandoned such as tickets, tokens, passes and other gimmicks. This would make it an integrated service with the Go buses, trains and auxiliary rural routes. It then becomes a completely user driven, based upon the amount of travelling done.

### **Essential Services**

The essential services such as police, fire, ambulance and waste disposal need to be reconsidered as to how much and by whom they are being used. If abusers that tend to call in false alarms to the fire departments are sent a bill for the call; this will indeed reduce or eliminate this practise. Ditto for the police department. For example, if the police have to make repeat house calls for domestic disturbances or non essential reasons a fine, or levy can be charged against the complainant. Only essential life threatening or criminal activities would then be provided thus reducing the demand for massive manpower and expensive vehicles such as the full size gas guzzling crown Victoria, they are using currently. The police should use more environmentally friendly and affordable vehicles such as Volkswagens or other compact style cars. On day patrol, they only need one officer to attend unless it's an emergency.

If there is a major disturbance, where any amount of suspects or arrests are likely then send the appropriate vehicles such as those used by the courts to transfer criminals to and from jails or prisons. Upon conviction of the suspects or criminals, full recovery of the cost of their arrest should be applied against them in which they will re-instate to authorities for their effort to apprehend them.

To realize our potential for a fiscally viable city, we need to prioritize our needs versus wants. It seems we Torontonians can't distinguish between possibility or reality. We need to re-adjust our line of thinking and acceptance that we can not have everything or every wish. We need to accept the cold facts as to how or who is going to pay for our wish lists. Most tax payers are paying the maximum on property taxes, while small business operators are sinking into bankruptcy due to over taxation by city, provincial and federal levels. The sad part of this whole fiasco stems from over zealous politicians who don't realize the policy of tax and spend will leave us all poorer. For when the foundation of the economy crumbles, the heavier weighted corporations will sink into the quagmire as well. It is the smaller businesses that produce the essential goods that we as a society all use and depend on. These are the labour intensive wheels that keep the economy alive.

The fire prevention programme would be the responsibility of the fire departments and mandatory inspection of premises both private and public would be inspected annually by law. Anyone refusing or denying entry to the fire department would face prosecution or fine. Any infractions or citations would have to be acted upon within two weeks from the date of issue. If no action is taken, then the occupant or owner will be subject to fines or confiscation of property until agreement to comply is met. This would include businesses, individual homes, condominiums, apartments or any other place of habitation. Smoke detection, gas detection, or any other form of protective device must be in working order and set in motion. Smoke detectors must have batteries installed and working in order to prevent loss of life or personal injury. If there is a record of misuse or abuse by the inhabitants or owners, such as wilful damage or removal of devices and a fire or tragedy occurs then it will become a criminal offence and punishable by a prison sentence upon conviction. The police department may need to accompany the fire prevention inspectors if any individual intentionally prevents or denies entry to complete the inspection. The police department should also be available to property inspectors in the matter of enforcing building standards, codes or work orders issued against recalcitrant property, building owners or managers that refuse to accept or allow inspections to be completed. Health inspectors should also be permitted to enter any premise, public or private to inspect or enforce a health hazard warrant, or to quarantine as long as evidence of impending infectious or communicable disease is evident. These guarantees of protection of the public should be in force by city or district by laws with the power of provincial or federal laws supporting local authorities. All EMS or ambulance service should be under the department of health and records of events, transactions, and individuals transported from accident sights or emergency situations should be documented as to what, where or who was involved. The records would be open to public scrutiny by officials of the health department or the health ministry. The privacy of individuals or businesses should be secondary to the rights of the authorities to investigate or to lay charges against acts of intentional or wilful attempt or effort to cause malice, suffering or pose a threat of life or limb.

### **Social Services**

We need to get out of the social services, place the responsibility where it belongs, on the shoulders of the province for housing, welfare, courts, prisons, jails or detention centres and any other labour intensive services. In the matter of Social Service such as affordable housing, subsidized accommodations, day care services, community centres and other general purpose programs for immigrants and low income people, the onus should rest entirely on the shoulders of the provincial and federal governments.

I do not have an issue with the city administrating the programs and facilities, but the entire cost must be borne by the two senior levels of government. Under no circumstances should they be allowed to transfer or download the cost onto the city or districts. Regional or territorial centres should be established in major city or districts either partially or entirely staffed by provincial or federal employees. If the staff are local inhabitants, they should either become provincial or federal employees, and they should be under contract and under the same agreements as the permanent staff.

### **Community Services**

Public space such as parks used for recreational activities located in the city of Toronto should come under the jurisdiction of community services which would encompass community centers, hockey/skating rinks, golf courses, tennis courts and ski slopes as well as aquatic venues such as pools, and beaches.

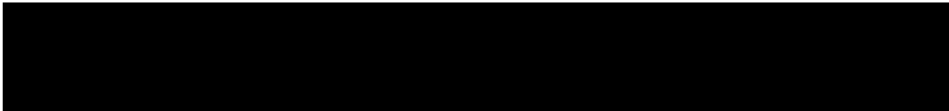
The community services department would set all rates of admission and regulate the collection of such. There could be a sliding scale for services or use of facilities, based upon ability to pay. Those on low or fixed income would present an authorized pass that would allow them access to use the services or facilities at a reduced rate based upon their total family income. For example if you are a family on subsidy such as housing, day care, special needs due to physical, or some pre-determined malady then the pass would permit entry to facilities or services without payment of a fee for admission or at minimal cost. To qualify for the pass, a needs test would be required. An application from community services would be granted and upon completion and verification as to validity and level of subsidy determined, then an official pass would be granted to the family for use only by the immediate members, for example to mother, father or children. Not for use by distant relatives or friends. Anyone found abusing or contravening this privilege would face immediate suspension of the pass and face confiscation and a penalty for such abuse. The entire cost of this subsidized pass or privilege card would be borne by the Provincial government ministry of social services. The federal government would be on the hook for the cost of these subsidized cards for immigrants because the onus for immigration is a federal jurisdiction.

### **Provincial and Federal Obligations**

However, this fiscal arrangement would have to be brokered and resolved through agreement between both senior levels of government, then compensation to the city or district level would be granted to cover administration of the subsidiaries. This is the only fair and just system of compensation for the lower levels of government such as towns, cities, districts or regions to bear the cost of administration of the costly services to low income or immigrants.

The ultimate goal of both the provincial and federal government should be to encourage people to become self supporting, efficient and productive. Provide them with the necessary skills, opportunities and rewards for ingenuity, entrepreneurship, and commercial viability.

The Canadian government should be promoting Canadian commerce, whereby we manufacture here in Canada using Canadian resources, skills and labour with greater emphasis on **MADE IN CANADA!** The idea of outsourcing to China should be highly discouraged, in fact, penalized by re-instating higher tariffs on Chinese made goods and imports, and lowering our costs of Canadian made exports. We have to take a Canada first stance around the world exports market. What is good for Canada is good for Ontario or any other province as well as cities such as Toronto and smaller communities that surround us. If we all do our utmost to contribute our fair share, then everyone will carry a lighter load or responsibility. Everyone carrying their responsibility and encouraging others to do likewise should be the Canadian way.



June 12, 2011

Att: City Manager

Cc: Rob Ford – City mayor

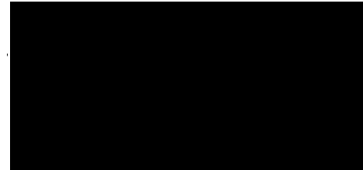
**FAX** / **COVER**  
**PAGE**

Date 16th June 2011  
Number of pages including  
cover sheet: 1

**To:**

Attention:- Meg Shields,  
Budget Review - Toronto.

**From:**



**Phone:** 416 392 0523  
**Fax** 416 696 3645

**Phone:** [REDACTED]  
**Fax**

RE:- PUT \$70,000,000.00 IN THE CITY'S POCKET - NOW.

Ms Shields, herewith an outline to save the Taxpayer and the City multi millions and to increase revenue similarly regarding Social Housing and its tenants, principally Toronto Community Housing Corporation (TCHC) and its 200 sister organizations.

- 1) Reduce TCHC to a pure property management Corporation. Dismiss all non property management staff and "consultants". Conclude all mini "look good" projects that serve but few Tenants (mostly they aggrandise TCHC).  
SAVINGS upwards of \$15,000,000.00
- 2) Fold Rent Subsidy calculations into a new and totally separate Office of Rental Subsidy. This to be paid for by reducing subsidies paid to Property Management companies such as TCHC. Result - better financial control for the City - less Overlording landlords. SAVINGS - No loss or gain
- 3) Remove all "social service" type operations from property management units. Property Management Companies have absolutely NO business embroiling themselves in tenant's lives and are not skilled or capable in this.  
SAVINGS upwards of \$5,000,000.00
- 4) Institute an honour system of rent increase for tenants. Example a tenant earns \$1,000.00 today, mostly he or she will do all they can to conceal this income at a loss to the taxpayer and the City since Housing wants its piece, as does any Social Service Agency and CRA. A policy set up as follows will alleviate this.  
Tenant earns \$1000 today, tomorrow tenant goes to Housing and volunteers the 30% add on for rent, this money goes into the tenants "local area improvement fund", this gives two incentives a) quick, b) adds to local improvement and a third c) encourages Honour. No paper proof of income would be demanded of tenant. No further imposition would be imposed on tenant. Social Service Agencies would not claw back. Only CRA would consider this income for tax reasons. Calculation, if there are 300,000 tenants in Social Housing and each one declared an average of \$100. in any year -  
EARNINGS upwards of \$30,000,000.00
- 5) Sell TCHC Head Office INCOME circa \$20,000,000.00  
Relocate to office warehouse facility held by the City

GAIN A vastly improved system and PLUS \$70 million dollars, 50million continuous.



16/6/11

To Whom It May Concern,

Although I did not have a chance to attend any of the meetings, I would like to express the opinion that the City of Toronto, and most particularly, its mayor, need to register extreme displeasure with the federal government about the lack of funding for the City's ongoing maintenance of infrastructure. The fact that the feds are even considering the purchase of fighter jets for 75 billion dollars speaks volumes about the obscenity of the items on their agenda. Since much of the money comes from Toronto taxpayers, it should benefit them, not some U.S. or Canadian towns who argue their need for the employment that a military industrial economy would provide.

The costs of ignoring climate change know no bounds, and we should be trying in every way to mitigate the damage of this disaster. A major initiative would be to cancel the contract for the fighters, and think about making the commercial and military use of aircraft history.

Respectfully,

Hello,

I just wanted to provide some more input on the process of the Toronto Core Services review.

I attended one of the sessions. Most people present (and even those who weren't and who tried to fill out the survey) felt the process was rushed, chaotic and very ineffective as a method of "public consultation."

I and many others felt that there must be a way to have positive discussion around solutions that were outside the box of "cut" or "contract," which seemed to be all that was allowed within the scope of the process we just went through. Many people volunteered partnering solutions and were willing to help, but there was no way to have positive, constructive, creative input.

In my readings on planning issues, I discovered a brilliant example of another public consultation tool that was used by the city itself for a proposed new street in Liberty Village. I invite you to check out the materials on this page:

<http://www.toronto.ca/involved/projects/libertynewst/>

Note especially the feedback summary

(<http://www.toronto.ca/involved/projects/libertynewst/pdf/liberty-village-poh-intro-summary.pdf>) and the "dotmocracy" sheets (scanned here:

[http://www.toronto.ca/involved/projects/libertynewst/pdf/liberty\\_mar\\_1\\_2011\\_poh\\_dotmocracy\\_libnewst-web1.pdf](http://www.toronto.ca/involved/projects/libertynewst/pdf/liberty_mar_1_2011_poh_dotmocracy_libnewst-web1.pdf)). The "dotmocracy" sheets were especially cool. The ideas that are

presented for comment appear to have been created at the workshop by participants themselves (instead of being pre-set, i.e., not "top-down"), and the visual nature of the "agree/disagree" graphic is very effective. This tool also provides opportunity for additional constructive comments.

I just wanted to highlight this as a possible alternative tool for consultation (and one that the city already uses elsewhere!).

Thanks and regards,

Hello,

I was surprised to see the high number and diversity of attendees last night. It seemed more than at the North York Civic Centre May 18 meeting.

Before going to the first meeting I had printed out the review feedback form. I was frankly not impressed by the approach and have decided not to fill one out. City staff have failed to reveal an ability to survey Torontonians on values and needs about their city and urban life in a meaningful manner as Toronto faces a financial cliff of service affordability. The statistical methods employed and interpretations made will be suspect.

Instead I offer this reply.

Decisions (current and past history) to forego annual property tax increases (for political needs), decisions to eliminate sources of alternate revenue (such as Vehicle Registration, and maybe Land Transfer Tax) and a lack of strong financial oversight (read contract agreements) on key departments (such as police, fire) to control costs coupled with senior government financing deficiencies (such as TTC, social support - poverty, immigrant, day care, LTC, housing) have forced the 2012 urgency with both senior governments facing multi-year operating deficits and programme reductions or eliminations. That is, a trek with cap in hand for a balancing handout will not find a money tree.

And I suggest that an item such as Court Services producing \$10 million a year under city management reflects a Catch-22 situation. A management review based on "who should be responsible" versus "who is delivering the service" would say that the city should not be in that business. IF the service is not your responsibility, you should not be providing it.

However, as we know the history of government services is that a city government has often needed to fill the immediate gap (operations and most of funding) caused by senior level government deficiencies and slow and inconsistent reactions to provide the basic social services in an evolving and progressing modern liberal democratic society.

The column captions used to categorize current city services frankly miss the mark and few of us have the insight/knowledge to broadly give a worthwhile perspective based on them. Obviously, police, fire and debt charges weigh a lot more in the city service cost profile than 311 although I interface with 311 more. And you can understand that the preponderance of city services fall under "necessary" (liveable and prosperous city). It would have made sense that "Not required" should be "Responsibility of Senior Government not City".

Have current financial and economic situations caused a stop to progress and initiated a regression? Is there an citizen information gap or lack of awareness on the scope and nature of city services and why they exist?

As the Citizen Consultation Feedback has happened we are also aware of a concurrent

Consultants Review and the Budget Committee/Mayor Office requirement for some steep cost cutting proposals across all ABCs and city departments. It would be appropriate in the citizen consultation to have a review of the big picture and how all of this ties together for 2012 budgeting and after. It is not obvious nor what the city staff would actually and practically do with all this information.

A modern city is complex and large with a range of service offerings that are needed by some but not all. Few to none (including those elected and hired) can see the totality.

While we are looking at cost containment are there areas where we need to see expansion such as programmes related to climate change (tree planting and maintenance, investments in energy use reduction and alternate sources) or day care.

Here are six areas of specific concern and feedback:

### 1. Scope and Structure of Survey

- high level and general ignoring the known reality as pointed out above
- city services users will see very low level but householder meaningful cuts at the detail level such as dropping window cleaning or free compost on environment days
- there seems a disconnect between the discussion data gathering and what householder / service users can expect as a personal impact: "death by a thousand cuts"

### 2. City Information Awareness

- the city generally has done a poor job in communicating what it does, including the why and how stuff. When you talk to most at the discussion tables there is often a big information void
- this extends to the language style and things like website writeups and design or solid waste calendars

### 3. Need to Get City Service Worker Feedback

- it appears that the city is not asking for feedback from the frontliners who deliver and monitor city services. If true, this is a big mistake.
- your frontliners can often point out better ways, and inefficiencies and waste and poor management practices.
- also need to work on why city staff have high absentee rates and workers compensation concerns: impacts city productivity levels
- should city hire only workers that live in city and make this a condition of employment?

#### 4. Challenge Costly Conditions in Key Contracts

- you can not ignore the increasing number of observations that the public service has a better financial and economic environment than generally found in the private sectors;
- you can not negotiate in good faith when one side stipulates that they deserve the highest pay because they serve in the largest city
- the just ratified police agreement is an example of incompetency in times of crisis by directing board. The Toronto Police Accountability Coalition (ex-mayor Sewell and others) have identified areas of operational cost concerns that seem to go ignored but now the police managers are asked to propose significant reductions. Somehow the police board is out of sync with the city needs and problems.
- too many costly conditions are embedded permanently in contracts with future impacts such as some provisions for best pay service years as a basis for pension setting (read, Toronto Fire). These items accumulate and become unaffordable for city taxpayers. (Need to switch/move city pensions to Defined Contributions )
- city councillors and mayor have to have final say in all contracts and be willing to turn back contracts for re-negotiation and be willing to accept that some unions will strike or go on

#### 5. User Fee Increases vs Other Revenue Source Increases (such as property tax) vs Social Support

- a policy and philosophical challenge: how to balance who pays and how to pay and are services equally available to all.
- operationally: what level of operating budget costs are recovered? many programmes charge a fee for a set number of sessions (say \$100 for 10 or at a rate of \$10 per session. If there are ten attendees, the revenue rate is \$100 for a session); should each programme be looked at as standalone or should a notional profit from one subsidize another.
- bigger picture: how to accommodate those who can benefit (develop useful skills, find stress relief, inner rewards and socialization) from city service programming but cannot afford; should means testing be used? how to offer programming to those needing social support? how to eliminate address abuse by those in the GTA but outside city boundaries?
- what happened to zero-based budgetting as a means of service delivery review?

#### 6. Bring Budget Accounting in Line with Standard Practices and Year End Financials

- what we see in the budget format must tie in to the final fiscal results: even accounting experts are challenged by current city practices

- there is a need for much improved financial clarity and accountability: year end magic money bunnies are not good omens about strong management
- the budget process / committee needs to add regular financial performance review
- adding improved oversight needs to be part of this review

Licensing bicycles could be a good way to generate additional revenue. Dogs and hot dog carts are licensed so not sure why bicycles shouldn't be especially since cyclists are now sending pedestrians to the hospital.

Thanks,